

For 200 years, we've had to do that over and over and over, and about once a generation, we had to make some really big changes in the way we work together as a people, citizens in their private lives, local governments, State governments, and our Government here in Washington.

Today, we are making history. We are working to find the right balance for the 21st century. We are recognizing that the pendulum had swung too far, and that we have to rely on the initiative, the creativity, the determination, and the decisionmaking of people at the State and local level to carry much of the load for America as we move into the 21st century.

This bill will help to keep the American dream alive, and help to keep our country strong. Every Member of Congress here who voted for it and everyone who is not here deserves the thanks of the American people. And all of you from all over America who are here, from the cities, from the county operations, from the State legislatures, and State Governments, we are all in your debt. I thank you, and I am honored to sign this bill.

Thank you.

NOTE: The President spoke at 12:45 p.m. in the Rose Garden at the White House. In his remarks, he referred to former Governor William Winter of Mississippi; Governor George V. Voinovich of Ohio; Mayor Jerry Abramson of Louisville, KY; Mayor Richard M. Daley of Chicago, IL; and Mayor Greg Lashutka of Columbus, OH. S. 1, approved March 22, was assigned Public Law No. 104-4.

Memorandum on the 1995 Savings Bond Campaign

March 22, 1995

Memorandum for the Heads of Executive Departments and Agencies

The 1995 Federal U.S. Savings Bonds Campaign will soon be underway. Attached is a special message to all Federal employees who are eligible to take part in this campaign. Please give this letter appropriate distribution within your organization to enhance your campaign.

I encourage you to also generate a letter for each of your Department or Agency employees. Good luck on a successful campaign. I look forward to receiving your results later this year.

William J. Clinton

Memorandum on the 1995 Savings Bond Campaign

March 22, 1995

Memorandum for All Federal Government Employees

Subject: 1995 U.S. Savings Bonds Campaign

The Federal Government will soon be conducting the 1995 Savings Bonds Campaign. This campaign is your chance to sign up for the Payroll Savings Plan for U.S. Savings Bonds or to increase your rate of saving if you are already participating.

Getting into the habit of saving money is not easy, no matter how hard you try. The Payroll Savings Plan for U.S. Savings Bonds is a convenient method of saving regularly that offers tax advantages and investment market-based interest rates for small sums of money. When you join the plan, you select an amount to be set aside from each paycheck to buy bonds. The rest is automatic; you save payday after payday without interruption.

In addition to their direct personal benefits, Savings Bonds also help reduce Federal spending. As members of the Government, we must set an example for all citizens to follow by establishing a high rate of participation in this excellent program.

Savings Bonds have helped millions of Americans purchase homes, finance college educations, guarantee secure retirements, and weather financial emergencies. When one of your fellow employees calls on you during the campaign, please consider how bonds can help you to achieve your own financial goals—then sign up for bonds.

William J. Clinton

Memorandum on Customer Service*March 22, 1995**Memorandum for Heads of Executive Departments and Agencies**Subject: Improving Customer Service*

In the first phase of this Administration's reinventing government initiative, I established the principle that government must be customer-driven. Executive Order No. 12862, "Setting Customer Service Standards," called for a revolution within the Federal Government to change the way it does business. The initial agency responses to that order, including the service standards published in September 1994, have begun the process of establishing a more customer-focused government. For the first time, the Federal Government's customers have been told what they have a right to expect when they ask for service.

In the second phase of reinventing government ("Phase II"), this effort should be continued and integrated with other restructuring activities. The first question agency restructuring teams should ask is whether a program or function is critical to the agency's missions based on "customer" input. To carry out this Phase II effort and assure that government puts the customer first, I am now directing the additional steps set forth in this memorandum.

Actions. The agencies covered by Executive Order No. 12862 are directed as follows:

1. In order to continue customer service reform, agencies shall treat the requirements of Executive Order No. 12862 as continuing requirements. The actions the order prescribes, such as surveying customers, surveying employees, and benchmarking, shall be continuing agency activities. The purpose of these actions will remain as indicated in Executive Order 12862—the establishment and implementation of customer service standards to guide the operations of the executive branch.

2. Agencies shall, by September 1, 1995, complete the publication of customer service standards, in a form readily available to customers, for all operations that deliver significant services directly to the public. This shall include services that are delivered in partner-

ship with State and local governments, services delivered by small agencies and regulatory agencies, and customer services of enforcement agencies.

3. Agencies shall, on an ongoing basis, measure results achieved against the customer service standards and report those results to customers at least annually. Reports should be in terms readily understood by individual customers. Public reports shall be made beginning no later than September 15, 1995. Measurement systems should include objective measures wherever possible, but should also include customer satisfaction as a measure. Customer views should be obtained to determine whether standards have been set on what matters most to the customer. Agencies should publish replacement standards if needed to reflect these views.

4. Development and tracking of customer service measures, standards, and performance should be integrated with other performance initiatives, including Phase II restructuring. Customer service standards also should be related to legislative activities, including strategic planning and performance measurement under the Government Performance and Results Act of 1993, reporting on financial and program performance under the Chief Financial Officers Act of 1990, and the Government Management and Reform Act of 1994. Operating plans, regulations and guidelines, training programs, and personnel classification and evaluation systems should be aligned with a customer focus.

5. Agencies shall continue to survey employees on ideas to improve customer service, take action to motivate and recognize employees for meeting or exceeding customer service standards, and for promoting customer service. Without satisfied employees, we cannot have satisfied customers.

6. Agencies should initiate and support actions that cut across agency lines to serve shared customers groups. Agencies should take steps to develop cross-agency, one-stop service to customer groups, so their customers do not needlessly go from one agency to another. Where possible, these steps should take advantage of new information technology tools to achieve results.

The standard of quality we seek from these actions and the Executive order is customer